

FLICC newsletter

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2003 Survey Says: Focus on a Strategy to Meet User Needs

Last year, FLICC worked with Outsell (a FEDLINK vendor) in the design of a Web-based questionnaire to elicit responses that are relevant to federal libraries. Directed to the federal manager or administrator level in federal libraries and information centers, the end results provided valuable insights into the strategic direction of government libraries. The Outsell survey also offered an update on the findings of the last official census of federal libraries, conducted in 1994.

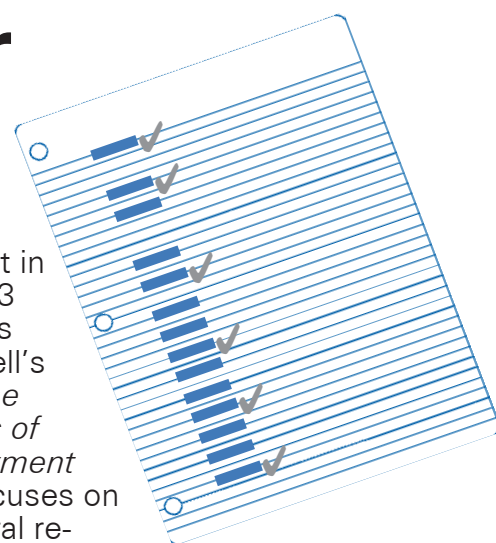
Outsell Focuses on the Industry

At the September 2003 quarterly meeting of the FLICC membership, Leslie Barrett, Outsell's Vice President and Lead Analyst of Information Professional Best Practices, presented the result of Outsell's Briefing on the survey which was issued on August 15, 2003.

She said the Briefing is the third installment in the Outsell 2003 series of reports based on Outsell's annual study *The Changing Roles of Content Deployment Functions*. It focuses on data from federal respondents to the 2003 survey of libraries and information professionals.

Barrett began her presentation with a short history of Outsell, which was founded in 1994. Outsell works primarily with large vendors, Global 2000 companies, government agencies and leading educational institutions to increase their understanding of users and end-markets, assess content quality and effectiveness, benchmark operations, hire and retain executives and develop more successful internal and commercial content products and services.

"Outsell is also the only research and advisory firm that focuses exclusively on the information content industry. As an independent adviser, we emphasize close relationships with clients and deliver high-quality, fact-based research, analysis, and advice about every aspect of content strategy, deployment,



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BOARD TALK

Winter is awards time for the FLICC Executive Board (FEB). At the January FEB meeting Board members reviewed the nomination packages for finalists in all four awards categories—Librarian, Library Technician, and small and large Library/Information Center of the Year. During their March “virtual meeting,” the FEB reviewed award requirements and processes and considered possible modifications to improve the program.

FLICC has presented awards for each of the past six years. Reviewing accomplishments of some of the best library and information center staffs in the government during the annual selection process is a great way to remember the substantial contributions librarians make to their agencies. It is also a good way to learn about the evolving nature of our profession. (See page 6 for an article about the 2003 winners.)

For several years, both individual and organization nominations have reflected the movement of information delivery out of the library to users’ desktops. This trend is here to stay and will only grow as more and more of the information needed by our clients is available in digital form.

With information dissociated from the physical site, librarians also are leaving their libraries to join research teams, train clients in their offices, provide content expertise for portal development, and work with contract officers and attorneys to negotiate electronic database licenses. Connection to physical place is becoming increasingly tenuous as we now see the cutting edge libraries supporting wireless technology.

Many of the librarians leading this evolution in content management are building on the basic knowledge, skills and abilities they brought to the profession and honed in library schools more than two decades ago. As the



Susan M. Tarr, Executive Director, FLICC

ultimate lifelong learners, librarians have not only kept up with the rapidly changing technology, they have mastered and succeeded in exploiting it.

The 21st annual FLICC Forum on Federal Information Policies highlighted the competencies of federal information professionals through its review of “E-Competencies for E-Government” but, more importantly, by recognizing the four awardees for FY2003 that serve as excellent examples of the evolution we are leading.

If you missed the Forum, look for it in FLICC’s Web video library at <http://www.loc.gov/flicc/vidlib.html> and see page 8

for coverage of opening remarks from Dr. James H. Billington, the Librarian of Congress, and keynote speaker Janice R. Lachance, executive director of the Special Libraries Association. ■

FLICC Newsletter

The FLICC Newsletter is published by the Federal Library and Information Center Committee. Suggestions of areas for Federal Library and Information Center Committee attention or items appropriate for inclusion in the FLICC Newsletter should be sent to:

FLICC Newsletter

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The Federal Library and Information Center Committee was established in 1965 (as the Federal Library Committee) by the Library of Congress and the Bureau of the Budget to foster excellence in federal library and information center services through interagency cooperation and to provide guidance and direction for the Federal Library and Information Network (FEDLINK).

“An inherent expansion of knowledge management programs, along with increased emphasis on information delivery, creates new opportunities for government libraries to make major contributions.”

—Leslie Barrett, Vice President, Outsell

and use to a wide range of vendors, buyers, and users of information,” said Barrett. Outsell assists its clients by tracking and evaluating 3,000 vendors from different segments of the information content industry, as well as their top 400 products. Outsell’s buyer markets include corporations, academic and federal government institutions. “Our surveys help us analyze data and track trends, which further allows us to assist and advise clients on end users and on content deployment functions.”

Design and Data Flow from Partnerships

Barrett then offered a detailed explanation of the design and data collected in Outsell’s fifth annual survey of content deployment professionals. “The accumulated data is coupled with the individualized expertise of Outsell’s analysts, who are continually in touch with this important market within the information content (IC) industry and regularly collect and analyze data about content deployment functions,” she said. This year, Outsell conducted a quantitative research project in partnership with selected professional associations, using a Web-based survey. Barrett said, “In conducting this research, we forged new and stronger relationships with the multiple organizations and associations that reach these professionals to broaden the scope across geographies and functions.” Besides FLICC, a number of other associations participated including the Special Libraries Association, Society for Competitive Intelligence Professionals, City Information Group of London, and American Library Association’s ACRL and LAMA divisions.

The survey instrument asked detailed questions of all targeted content deployment segments and posed specific questions to

individual groups. “Additionally,” said Barrett, “Outsell supplemented the quantitative data with observations made by our analysts and clients in the course of our daily dialogue with the marketplace.” A total of 1,776 people responded to the survey, which representing a 99 percent statistical confidence level, with a plus or minus 2.5 percent precision. More than 24 percent of the total respondents identified themselves specifically as government professionals, and of those, 59 percent indicated they were part of the federal sector.

Knowledge Management Key Federal Theme

Regarding the top issues, challenges and key themes for the federal sector, Barrett said that this year marked the start of significant changes ahead for many government libraries. “The White House’s Office of Management and Budget (OMB) is setting guidelines for federal departments and agencies to be run in a more businesslike fashion. An inherent expansion of knowledge management programs, along with increased emphasis on information delivery, creates new opportunities for government libraries to make major contributions. At the same time, these libraries are facing the possibility of having key responsibilities taken from them and given to commercial entities,” said Barrett. She also said that the survey shows more government libraries report into administrative or information technology groups (IT) than to senior management or research and development divisions.

The survey report further indicates that the “increased focus on desktop access to electronic information (with the concomitant implication of a reduced emphasis on print-

OUTSELL, see pg. 4, col. 1

“The most important thing for government libraries is... to keep focused on a strategy that speaks to user needs, and to implement it in the most efficient and effective manner.”

—Leslie Barrett, Vice President, Outsell

based, bricks-and-mortar library models) highlights the importance of the information professional in setting up and managing agency-wide virtual libraries and central portals.” Outsell analysts thus identified the need for librarians to continually educate IT groups on their role and abilities with regard to centralized information services, and to continually educate users on how best to find and access information, given that there is a wide range of computer literacy and skills among users. At the same time, the librarians need to better assert their information content roles when working with IT teams.

Barrett said that Outsell thought that government libraries have made admirable strides in their management practices between 2002 and 2003. “This should help U.S. federal libraries face the changes that are inevitably part of the OMB, e-Gov, and FAIR Act implications. However, continuing to shape a strategic direction based on user needs will be critical to all government libraries as they move forward.” As these libraries continue to decrease the number of partner vendors, vendors who deliver more value for less cost will likely beat out competitors. “The most important thing for government libraries—whether under federal jurisdiction or not—is to keep focused on a strategy that speaks to user needs, and to implement it in the most efficient and effective manner,” said Barrett.

User Base Outpaces Private Sector

Because government and public libraries are largely open to external users as well as internal ones, the Outsell survey found that they have a much larger base of actual and potential users than do corporate libraries. According to the report, “...corporate libraries responding to this [2003] study claim 9,332 potential users and 1,914 actual users, (while) government and public libraries claim 194,349

potential users and 136,211 actual users.”

Outsell analysts believe this external charter creates a dilemma for many government libraries and has resulted in many government agencies creating portals that contain a combination of public domain content and content for government use only. “This mixed content,” according to the report, “along with the stringent security measures preventing the public access inside the agencies’ firewalls, means that these libraries are faced with either creating a separate portal for external users and/or providing other services for external users.”

Budgets and Staffing Drive Digital Edge

Survey results also indicated that budgets for government libraries had stayed flat or seen modest gains since 2002, with full time equivalents trending downward. The survey report indicates: “Given the large number of users supported, this will likely impact the type of service these libraries will be able to offer going forward. They will need to move away from one-to-one service models, and move toward one-to-many and virtual models.”

The report also showed that government libraries are “going digital” slightly ahead of their corporate counterparts. The report finds that “for some libraries, this is because they are mandated to make their collections available to the public. Under the auspices of e-Gov initiatives, these libraries are likely to see continued funding for digital collections in the years to come.”

Barrett reported that growing numbers of libraries are involved in strategic management practices and performance measurement. The survey results show more government libraries are engaged in planning activities, and many of them are creating documented plans

for implementation. At the same time, they are boosting efforts to assess user needs and to measure users' satisfaction and loyalty to the library. Outsell analysts feel that "these practices will not only help government libraries to meet the objectives of the White House's five-point plan, but will also position these libraries for years—and administrations—to come."

Do Not Take Users for Granted

The conclusion of the Outsell report is straightforward: focus on a strategy that speaks to user needs and implement it in the most efficient and effective manner. It further finds that "while most government libraries keep in contact with actual users, too many libraries overlook the importance of performing needs assessments for nonusers, and thereby miss out on contributing to important pieces of their constituency."

The report also warns not to take loyal users for granted. "Users may express satisfaction with your service, but it doesn't mean they won't abandon you for an appealing alternative source of that service." It also urges librarians to identify key stakeholders

and effectively influence and leverage them to build and support current programs.

Lastly, the Outsell analysts conclude that "during an administration that is so focused on bringing business practices to the federal government, libraries must perform an ROI analysis to show the value, or lack of value, in outsourcing. Similarly, as staffing is cut, a portfolio-of-services review is essential. Too few libraries ever subtract from their services; they just try to do more with less."

Respondents Get the Results

The full briefing is available to all respondents to the survey and to those who subscribe to Outsell's services. For more information on the current survey or to learn about Outsell's other services, please contact Lynn McDonald at FEDLINK at lmcd@loc.gov.

To improve upon the information available about federal library and information center trends, be sure you respond to Outsell's 2004 survey; Part One is available at the Outsell Web site (<http://www.outsellinc.com/>) until June 6 and Part Two will be open to respondents this fall. ■

Join the Federal Librarians' Discussion (FEDLIB) Listserv!

Trying to keep up on the latest initiatives, opportunities, and challenges for federal libraries and information centers can be overwhelming! Join FLICC's FEDLIB listserv and you can keep track of:

- federal library management,
- the latest issues and policy concerns,
- FEDLINK program updates and meeting announcements,
- personnel and training opportunities,
- federal job offers and much more!

Post your own messages when you want feedback from your colleagues or have news to share with the federal library community.

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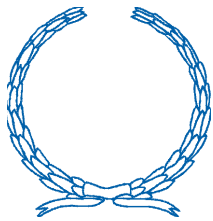
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FLICC Award Winners Define Excellence

Now in its sixth year, the national FLICC Awards continue to recognize the many innovative ways that federal libraries, librarians and library technicians fulfill the information demands of government, business and scholarly communities and the American public.

FLICC honored the 2003 award winners at the 21st Annual FLICC Forum on Federal Information Policies on March 25 at the Library of Congress in Washington, D.C., where they received their awards from James H. Billington, the Librarian of Congress. Federal libraries and staff throughout the United States and abroad competed in three award categories for the fourth annual FLICC Awards: Library or Information Center of the Year, Librarian of the Year and Library Technician of the Year.



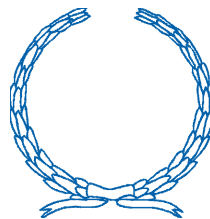
Knowledge Management and Superior Customer Service Are Winning Strategies

The Federal Library/Information Center of the Year award is made in two categories, based on the staff size of the institution. For the large Library/Information Center category (with a staff of 11 or more federal and/or contract employees), the winner was the National Institute of Standards and Technology (NIST)



Left to right: Susan M. Tarr, James H. Billington, Mary-Deirdre Coraggio, Chief, Information Services, Barbara Silcox, Group Leader, EIGP, and Belinda Collins, Acting Director, Technology Services, of the National Institutes of Standards and Technology Research Library, Gaithersburg, MD, FLICC Federal Library/Information Center of the Year.

Research Library in Gaithersburg, Maryland. This library was recognized for its technological innovations and comprehensive knowledge management systems that proactively provide the tools necessary to support new programs, superior customer service and the agency mission. The library staff was commended for its work in 2003 on both the design and creation of the NIST Integrated Knowledge EditorialNet (NIKE), an enterprising project designed to facilitate the capture, organization, retrieval and dissemination of NIST publications; and the Laboratory Liaison program, which promotes collaboration between researchers and the library and enhances collection development and access.



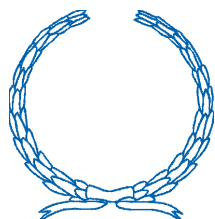
The winner in the small Library/Information Center category (with a staff of 10 or fewer federal and/or contract employees) was the Library Services Department at the Naval Medical Center in Portsmouth, Virginia. This library was

recognized for the innovative services and superior customer services it offered in 2003. It was also commended for its provision of knowledge-based resources that optimize military health care, promote research and encourage profes-



Left to right: Jane Pellegrino, Department Head, Library Services, Lisa Eblen, Health Science Library Division Officer, and Captain Kevin Knoop, Director, Medical Education, of the Naval Medical Center Portsmouth, VA, FLICC Federal Library/Information Center of the Year.

sional growth. The library demonstrated its ability to combine creativity and innovation to meet the needs of its customers and the overall mission of its agency by providing print and electronic resources that support the Medicine, Nursing and Hospital Corps and training programs; by hosting a semiannual college fair; and by highlighting the scholarly activities of the center cited authors and publications.



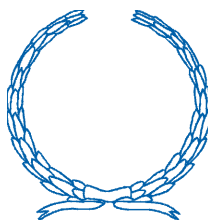
Information Systems Bring the Network to the User

Lillian Woon Gassie, senior systems librarian, Dudley Knox Library, Naval Postgraduate School, Monterey, California, is recognized for her dynamic professionalism during 2003 in articulating the needs of



Left to right: Susan M. Tarr, James H. Billington, Lillian Woon Gassie, Senior Systems Librarian, FLICC Federal Librarian of the Year, and Maxine Reneker, Associate Provost for Library and Information Services, of the Dudley Knox Library, Naval Postgraduate School, Monterey, CA.

the library to faculty, policymakers and information technology stakeholders. Gassie provided outstanding guidance and technical knowledge as the library developed wireless and remote proxy access to the campus network and implemented a knowledge portal and mobile education teams to support federal and state homeland security policy and strategy. Her extensive technical knowledge brought the highest level of visibility and credibility to the library as a builder of information systems and supported the overall mission of the agency.

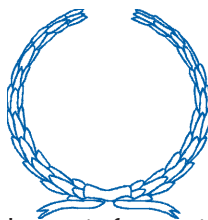


Customer Focus Brings the Mission to Life

Wilma Riley, library technician, National Institute of Standards and Technology (NIST) Research Library, Gaithersburg, Md., is recognized for her dedication to service excellence in support of the mission of the NIST Research Library and the core values of the NIST Information Services Division. In 2003, Riley set up communications connections for telecommuting staff, ensured that the library wireless technology was current and provided dynamic end-user training. Her versatility allowed her to translate the library vision into action. As a creative problem solver, she employed her talents and strong technical skills to support a variety of customer focused activities that reinforce the library's successes.



Left to right: Wilma (Sissy) Riley, FLICC Library Technician of the Year from the National Institute of Standards and Technology Research Library, Susan Sanders, Deputy Chief, Information Services Division, and Rosa Liu, Group Leader.



2004 Awards Program Opens This Summer

Information on the 2004 Awards program will be announced this summer. For the latest information on the awards, interested parties may refer to the FLICC Web site, <http://www.loc.gov/flicc/awards.html>, where information regarding 2004 nominations will be posted and on the "What's New" section as soon as it becomes available. ■

E-Competencies for E-Government: Changing Role of the Federal Information Professional

Forum Call Address E-Government Trends

The 2004 FLICC Information Policy Forum took a day-long look at the major information issues ushered in with E-Government programs and how, with the advent of the worldwide Web and the emergence of E-Government as the watchword for federal agencies, the role of federal librarians has changed dramatically in just a few years. More than 100 information professionals attended the forum on March 25, 2004 to identify the competencies needed to address developing trends in electronic content. The forum posed two significant questions:

- What new competencies have professional information managers already developed to adapt to this swift pace of technological change?
- What additional skills will they need to traverse this new electronic world in the next decade?

For Fiscal Year 2003, the President responded to the nation's evolving need for information professionals by introducing his program for Recruiting and Educating Librarians for the 21st Century. Congress subsequently authorized \$10 million in funding for the Institute of Museum and Library Services (IMLS) to provide grants for recruitment and education projects in the field of librarianship. Although focused primarily on

academic, public and school libraries, this new national initiative acknowledges that the profession is critical for the nation to maintain its leadership role in the world and succeed in the global market place. It also offers financial support for the field to update its focus, its skills, and its role in electronic content management, digital reference and archiving, and knowledge management. How will this understanding of the changing role of librarianship **outside** the federal government inform the actions of key decision makers **within** the government?



James H. Billington, Librarian of Congress, Chair
Federal Library and Information Center Committee

Librarian of Congress Applauds Librarians

Dr. James H. Billington opened the forum with an introduction to the day that set the stage for the entire forum. Below are his prepared remarks.

Welcome to the 21st annual FLICC Forum on Federal Information Policies.

Already this morning we have celebrated the outstanding organizations and individuals in our field. Now we turn our attention to encouraging and supporting the current and next generations of librarians who will lead our profession and our nation forward in this information age.

“While the Web itself spirals outward, as knowledge management evolves into the keystone for educational, social and commercial growth, and e-government and e-commerce become the watchwords for business and government, librarians are the knowledge navigators necessary to traverse this new electronic world.”

—James H. Billington

Today technology is delivering the knowledge of mankind to our computer desktops and the “digital divide” is closing. The driving force behind these trends is libraries. The caretakers of this vast and ever-growing information universe are librarians.

While the Web itself spirals outward, as knowledge management evolves into the keystone for educational, social and commercial growth, and e-government and e-commerce become the watchwords for business and government, librarians are the knowledge navigators necessary to traverse this new electronic world.

Today we will first seek to identify what new competencies professional information managers need to adapt to this swift pace of technological change, and then take a closer look at some of the expanding e-government programs in the federal sector and developing trends in electronic content that federal information professionals are addressing.

President Bush and the Congress have already responded to the nation’s need for information professionals by supporting an ambitious program that focuses on recruiting and training the next generation of librarians through the “Recruiting and Educating Librarians for the 21st Century Act.” This national initiative acknowledges that the profession is critical for the nation to maintain its leadership role in the world and succeed in the global marketplace.

How will this growing understanding of the changing role of librarianship outside the federal government inform the actions of key decision makers within the government?

The Library of Congress has long taken the initiative to respond to the challenges of both the evolving role of the federal librarian and the needs of e-government. We began by making digital legislative information freely available on-line with the introduction of THOMAS in January 1995, and developing the National Digital Library and the American Memory Projects. These gateways to rich primary source materials offer more than 8 million digital items in 100 historical collections. Last year the Library’s Web site handled approximately 3 billion transactions.

We were also creating the necessary structure to support these initiatives long before knowledge management or e-government were topics of discussion. With the support of the Congress, the Library has also led, under the developed the National Digital Information Infrastructure and Preservation Program, a national collaborative effort to create a national infrastructure to preserve digital content, build a resilient network of digital preservation partnerships, and develop the digital preservation architecture to support and enable these goals.

Now that the President and Congress have charged the federal community with developing both the professional expertise and the infrastructure needed to support these bold initiatives, it is the federal librarian who can determine how best to syndicate the nation’s data and develop sustainable processes to ensure both its access and protection no matter where the future takes us.



Keynote speaker Janice R. Lachance, Executive Director, Special Libraries Association.

SLA Executive Director Stresses Training

After Dr. Billington concluded his introductory remarks, he welcomed Janice R. Lachance as the Forum Keynote speaker. Lachance, the current executive director of the Special Libraries Association, also has 10 years at the Office of Personnel Management, with the last four years as its director.

Lachance began by saying, "Knowledge and information management in today's working world simply does not exist without technology and electronic delivery systems and the ability to understand, use and leverage those tools." She also indicated there is an awareness gap between the pressing need for information and knowledge management capabilities and the actual hiring of professionals trained to do that work.

"The Library of Congress and FLICC have been urging OPM for a number of years to tighten qualifications to better professionalize the role of information professionals in government agencies," said Lachance. At SLA, Lachance advocates the training and hiring of professionals capable of

managing government information in electronic formats. She is particularly proud of SLA's revised "Competencies for Information Professionals in the 21st Century" and the organization's preliminary work on developing a competency-based certification program.

"If not professionals formally trained in library and information science, then who?" asked Lachance.

According to OPM data from September 2003, the executive branch of the federal government employs 1,557 librarians—a 7 percent decline over the previous five years. The average length of service is 17.7 years, and many are approaching retirement. So while the number of federal librarians is declining, the demand for government information has increased dramatically. Will those who replace them have the technical competencies to function as "knowledge navigators?"

"What formal training will they receive?" posited Lachance. "What skills do they possess? More important, what competencies and qualifications are federal agencies using when hiring them?"

To answer these questions, Lachance recently searched USAJOBS, OPM's Web site. Of 40 vacancies posted in the GS 1410 librarian series, the majority required at least one e-competency. This ranged from technical knowledge of electronic databases to skill in using World Wide Web technology.

"So at least we know that hiring standards for employees classified as librarians are addressing e-competencies to some degree," she said.

"The challenge is to demonstrate [to government managers] the relevance of information professionals in the flow of data and knowledge through an organization and on to its end-users and in the strategic priorities of an organization," said Lachance.

She urged information professionals to demonstrate their relevance by paying attention to career development, embracing innovation and collaborating with information technology professionals.

This is how we become strategically indispensable to our employers," said Lachance. "In addition, benchmark your personal competencies and those of your information center," she suggested.

“Knowledge and information management in today’s working world simply does not exist without technology and electronic delivery systems and the ability to understand, use and leverage those tools.”

—Janice R. Lachance

To assist in this effort, Lachance presented a complimentary, one-year membership in SLA to Wilma “Sissy” Riley, National Institute of Standards and Technology Research Library, who was recognized by FLICC as the 2003 Federal Library Technician of the Year.

“There’s a lot for us to do both as individuals and as a profession,” said Lachance. “I’m willing to roll up my sleeves and join the cause, and I look forward to supporting you as we continue to make the case for the profession and our association within the federal government.”

FLICC Forum Video Now Online

To see both Dr. Billington and Lachance speak, visit the FLICC Online Video Library at <http://www.loc.gov/flicc/video/forum04/forum04.html>. Other video segments feature the forum in its entirety.

The morning panel began with remarks from moderator Robert Martin, Institute of Museum and Library Services, and then presentations from Artemis Kirk, university librarian, Georgetown University Libraries, on selecting future librarians and Suzanne Grefsheim, chief, National Institutes of Health Library Branch, on defining the “informationist concept.” This segment concludes with remarks by Jane Dysart, principal and founder, Dysart & Jones Associates, who explored enhanced and evolving e-competencies, and with

a roundtable discussion of all the morning panel participants.

The afternoon sessions began with an executive keynote by Karen Evans, associate director for Information Technology and E-Gov, OMB. She discussed what chief information officers and agency program managers are doing to advance electronic government and how information specialists responsible for deploying content can assist these efforts in their respective agencies. Then, Jonathan Womer, an analyst for OMB, introduced the other members of the afternoon panel of Oscar Morales, chair, Federal eRulemaking Initiative, Deanna Marcum, associate librarian for Library Services, Library of Congress, and Judy Russell, Superintendent of Documents, Government Printing Office. The formal presentations concluded with a lively discussion of policy issues related to efforts to improve content management of electronic information in the U.S. Government.

The final segment includes a review of content rights management issues faced by government information providers, creators and consumers by Sarah Sully, Associate Attorney, Morrison & Foerster, and then a wrap up of the day’s topics with Donna Scheeder from the Congressional Research Service of the Library of Congress, who sent participants home with a few key ideas to ponder and selected action items to address. ■

“The challenge is to demonstrate [to government managers] the relevance of information professionals in the flow of data and knowledge through an organization and on to its end-users and in the strategic priorities of an organization.”

—Janice R. Lachance

Education Working Group Releases New Online Handbook

The second edition of the *Handbook of Federal Librarianship* is now available online from the FLICC/FEDLINK Web site (<http://www.loc.gov/flicc/pubs/federalhandbook.pdf>). The new edition features an extensive collection of research and resource links, a general introduction to federal libraries and information centers, and has the latest information on competitive outsourcing, copyright and federal acquisitions. All chapters of the handbook have been revised and updated for this second edition.

The Handbook of Federal Librarianship is written for professional librarians with a focus on the federal angle of otherwise standard practices and procedures of good librarianship. It is a great resource tool for

librarians new to the federal community and a quick reference guide for established federal librarians.

The FLICC Education Working group made a concerted effort not to reinvent the wheel by duplicating what is already available elsewhere. They reviewed a large number of already available resources and identified an existing and extensive collection. Therefore, the handbook provides only brief treatment of the main points of a topic with many hypertext links to Web sites for detailed coverage and references to print publications that users can consult for the full text.

If you would like to suggest additions or changes to this handbook, please send email to fliccfpe@loc.gov. ■

FEDERAL LIBRARY AND INFORMATION CENTER COMMITTEE

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